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Part two: biennial programme plan

Programme 1
General Assembly and Economic and Social Council affairs and conference management

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Overall orientation

1.1 The overall objectives of the programme are (a) to facilitate, through the provision of technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs, and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies, and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the Assembly and other United Nations bodies; (b) to provide substantive and technical secretariat servicing to the Committee on Conferences; (c) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; and (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and the Member States.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the reform and revitalization of the Assembly and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B, in which the terms of reference of the Committee were established. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures and the allocation of resources under the relevant budget section, in accordance with Assembly resolution 57/283 B and the Secretary-General's bulletin on the Organization of the Department for General Assembly and Conference Management (ST/SGB/2005/9).

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions 57/300 and 64/230, as well as the provisions relevant to conference services of the Assembly's resolutions on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management and to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible. During the biennium, the Department will continue to actively provide the intergovernmental and expert bodies it services with technical secretariat, protocol and liaison and conference-servicing support so as to achieve synergies and full-system benefits across the four conference-servicing duty stations.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. The concept of global management continues to evolve, and is progressively evident in the standardizing of administrative policies, practices and procedures across all conference-servicing duty stations. The global information technology initiative, which is being implemented in its various phases at all duty stations, establishes a standardized approach and application of efficient and effective resource utilization and expands the use of electronic tools and processes in conference-servicing operations (virtualization). Continued focus on training of existing staff and directed outreach to organizations that will provide future generations of language staff will hasten the transition to the use of available new technologies and efficiency tools. These efforts, subject to related provisions of the above-mentioned General Assembly resolutions, will result in enhanced quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Regular client surveys will be used as an important measurement of performance. Through systematic analysis, the Department will evaluate the risk landscape and implement risk management and mitigation strategies so as to reduce the impact of operational crises through more proactive and effective monitoring. Centrally coordinated risk management and assessment and evaluation will facilitate informed managerial decision-making and monitoring. More systematic use of high-quality, reliable and transparent data on conference services will enhance global operational efficiencies.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[1]

Objective of the Organization: To facilitate deliberations and decision-making by intergovernmental bodies[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	(a) No complaints by representatives of Member States at intergovernmental organs and members of expert bodies referring to the conduct of meetings as well as to the level and quality of technical secretariat services
(b) Improved timely preparation and submission of procedural documents for intergovernmental meetings serviced by the Department for General Assembly and Conference Management	(b) Full compliance rate with the submission deadline of the procedural documents of the intergovernmental bodies serviced by the Department

[a] Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department.

[1] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

Strategy

1.5 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management. The strategy to achieve the objective of the subprogramme will include:

(a) Proactive assistance to the presidents/chairpersons and bureaux of the intergovernmental bodies serviced by the Department in strengthening and revitalizing their work, and provision of substantive, analytical and historical information on the proceedings of the General Assembly and the Economic and Social Council and the subsidiary machinery with a view to developing appropriate proposals for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, through the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Reduced gap between number of meetings held and number of meetings planned (ii) All "as required" meetings for bodies provided with interpretation services
(d) Timely issuance of documents to Member States and participants at meetings, in accordance with the mandated time frame for the availability of documentation	(d) All documents received in accordance with the mandated time frame and within page limits are issued in accordance with the mandated time frame

(e) Provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) All meetings of regional and other major groupings of Member States provided with conference facilities

Strategy

1.6 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Department at Headquarters. The Service will focus on:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs (meetings and documentation) of United Nations bodies based in New York and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and engaging in increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting in New York, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively;

(h) Monitoring the implementation of the capital master plan at Headquarters with a view to mitigating any adverse impact on the availability of conference facilities and services and to ensuring that there is no reduction in the quantity and quality of services provided to Member States.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Improved cost-effectiveness of editing and translation services	(b) (i) Decreased percentage of expenditure incurred by use of non-local freelance editors and translators (ii) Full compliance with workload standards for editing and translation

Strategy

1.7 The subprogramme is under the responsibility of the Documentation Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation; and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation, verbatim reporting and publishing services
(b) Increased cost-effectiveness of interpretation, verbatim reporting, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, verbatim reporting, text processing and printing (ii) Increased proportion of printing on demand (iii) 100 per cent availability of all official documents in electronic form (iv) Increased number of users of e-subscription system

Strategy

1.8 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of the relevant international standards for environmentally responsible management.

B. Conference management, Geneva[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) (i) Reduced gap between number of meetings held and number of meetings planned (ii) All "as required" meetings for bodies provided with interpretation services
(d) Timely issuance of documents to Member States and participants at meetings, in accordance with the mandated time frame for the availability of documentation	(d) All documents received in accordance with the mandated time frame and within page limits are issued in accordance with the mandated time frame
(e) Provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) All meetings of regional and other major groupings of Member States provided with conference facilities

Strategy

19 Within the Division of Conference Management of the United Nations Office at Geneva, substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service. The Service will focus on:

[2] Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

(a) In the context of integrated global management and under the coordination of the Central Planning and Coordination Service of the Department at Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs of United Nations bodies based at Geneva, especially the Human Rights Council, and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and engaging in increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Geneva on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting at Geneva, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Improved cost-effectiveness of editing and translation services	(b) (i) Decreased percentage of expenditures incurred by use of non-local freelance editors and translators (ii) Full compliance with workload standards for editing and translation

Strategy

1.10 The subprogramme is under the responsibility of the Languages Service, the Proofreading, Editing and Publications Section of the Publishing Service and the Editing and 'Referencing Units of the Documents Management Section of the Central Planning and Coordination Service of the United Nations Office at Geneva. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation; and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, text processing and printing (ii) Increased proportion of printing on demand (iii) 100 per cent availability of all official documents in electronic form (iv) Increased number of users of e-subscription system

Strategy

1.11 The subprogramme is under the responsibility of the Interpretation Service, the Publishing Service and the Text-processing Units of the Translation Sections of the Languages Service of the United Nations Office at Geneva. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of the relevant international standards for environmentally responsible management.

C. Conference management, Vienna[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Reduced gap between number of meetings held and number of meetings planned
(d) Timely issuance of documents to Member States and participants at meetings, in accordance with the mandated time frame for the availability of documentation	(d) All documents received in accordance with the mandated time frame and within page limits are issued in accordance with the mandated time frame
(e) Provision of conference services that are requested by regional and other major groupings of Member States	(e) All meetings of regional and other major groupings of Member States provided with conference facilities

Strategy

1.12 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, Conference Management Service, of the United Nations Office at Vienna. The subprogramme will focus on:

(a) In the context of integrated global management and under the coordination of Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs of United Nations bodies based at Vienna and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and engaging in increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting at Vienna, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Improved cost-effectiveness of editing and translation services	(b) (i) Decreased percentage of expenditures incurred by use of non-local freelance editors and translators (ii) Full compliance with workload standards for editing and translation

Strategy

1.13 The subprogramme is under the responsibility of the six Translation Sections, the Text-processing Sections, the Editorial Control Unit and the Library and Linguistic Support Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation; and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, text processing and printing (ii) Increased proportion of printing on demand

	(iii) 100 per cent availability of all official documents in electronic form
	(iv) Increased number of users of e-subscription system

Strategy

1.14 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of the relevant international standards for environmentally responsible management.

D. Conference management, Nairobi[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) No complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Over 90 per cent of capacity utilization for interpretation services (ii) 100 per cent of capacity utilization for translation services
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Reduced gap between number of meetings held and number of meetings planned
(d) Timely issuance of documents to Member States and participants at meetings, in accordance with the mandated time frame for the availability of documentation	(d) All documents received in accordance with the mandated time frame and within page limits are issued in accordance with the mandated time frame
(e) Provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) All meetings of regional and other major groupings of Member States provided with interpretation services (ii) All meetings of regional and other major groupings of Member States provided with conference facilities

Strategy

1.15 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section, Division of Conference Services of the United Nations Office at Nairobi. The Section will focus on:

(a) In the context of integrated global management and under the coordination of Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on delivery of services;

(b) Analysing and assessing the conference-servicing needs of United Nations bodies based at Nairobi and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and set sessional dates and intersessional meetings, and increased upstream outreach in order to assist substantive secretariats with conforming to submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based in and/or meeting at Nairobi, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 to further refine methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(g) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services

(b) Improved cost-effectiveness of editing and translation services	(b) (i) Decreased percentage of expenditures incurred by use of non-local freelance editors and translators (ii) Full compliance with workload standards for editing and translation

Strategy

1.16 The subprogramme is under the responsibility of the Translation and Editorial Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation and quality assurance of external translation, and through sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Ongoing efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, text-processing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, text-processing and publishing services	(b) (i) Full compliance with workload standards for interpretation, text processing and printing (ii) Increased proportion of printing on demand (iii) 100 per cent availability of all official documents in electronic form (iv) Increased number of users of e-subscription system

Strategy

1.17 The subprogramme is under the responsibility of the Interpretation and Publishing Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of cost-effective and other modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Ongoing efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing

the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Ongoing efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors, working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of the relevant international standards for environmentally responsible management.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/283 B	Pattern of conferences
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
59/313	A strengthened and revitalized General Assembly
60/286	Revitalization of the General Assembly
61/266	Multilingualism
62/225	Pattern of conferences
63/306	Multilingualism
64/230	Pattern of conferences
64/243	Questions relating to the programme budget for the biennium 2010-2011